

3 June 1974

MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Intelligence
SUBJECT : Status of the National Intelligence Daily

1. We had agreed to assess the National Intelligence Daily after it had been published for about 90 days. This assessment is now largely complete, and I believe tells us the Daily is here to stay. Paragraph 4 contains specific recommendations.

2. Reader reaction. Over four fifths of the returns are in. The responses in simplified terms are as follows: 26 are generally favorable; 4 have mixed feelings, 6 for various reasons would prefer a Black NIB, 2 generally disapprove, and 7 have yet to respond. The more negative responses are largely from the lower half of the pecking order.

a. Of the most important group, NSC and WSAG members:

--Kissinger has told you he has no objection to publication of the Daily. [REDACTED]

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--Schlesinger says he likes the Daily, with minor reservations.

--Moorer, Rush, Scowcroft, ~~S~~chultz, and Simon are enthusiastic.

--The Vice-President and Clements have not yet been heard from.

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b. Among the other principals, Sisco, Lord, Springsteen, Johnson, Seignious, Calloway, McLucas, Brown and six members of the NSC Staff are in favor.

--Ash, Weinberger and two members of the NSC Staff have mixed feelings.

--A letter from Adm. Rectanus states that "The Navy" would on balance prefer a Black NIB. His letter is not particularly critical of the Daily, however. The three Navy principals did not respond separately.

--One NSC Staff member (Cooper) said he dislikes the Daily. Gen. Abrams asked that his copy be discontinued some weeks ago.

--Flanigan, Sonnenfeldt, Eagleburger, and Ikle have not responded, nor has Adm. Anderson.

c. Among Intelligence principals:

--Hall, Allen, Morell, Aaron, and Keegan are in favor.

--De Poix would prefer a Black NIB, but personally seems to find the Daily useful. Hyland takes the same position, but apparently would be in favor if the Asst. Secretaries of State were recipients. Rectanus clearly prefers a Black Book.

3. Costs. As long as the Daily does the job it is supposed to do for our primary consumers, the costs are hardly excessive for a project of its scope.

a. People. The Daily has people assigned full-time. It also requires a substantial proportion of the time of our analysts and line managers, including a skeleton night shift. It has had a smaller--but still important--impact on analysts in OER, OSR, OWI, and OSI, and OBGI's cartographers, on CRS, and on the Special Printing Plant.

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b. Money. We have spent or committed \$27,800 in one-time costs, including construction and vaulting. Continuing costs run about \$1,000 a pay period, almost entirely for overtime, night differential, etc.

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c. Other production. The Daily may have reduced somewhat the requirement for production of memoranda by printing material that would otherwise be issued in memorandum form, but this is difficult to measure. The following table compares our current production of longer pieces in three four-month periods: before Schlesinger; after Schlesinger but before the Daily and the NIO system; and with both of these in operation.

	Jan- Apr 72	Jun- Sept 73	Jan- Apr 74
Intel Reports	1	1	3
Weekly Spec. Rpts.	17	6	3
Printed Intel Memos	37*	18**	6
Typescript Intel Memos	5	40	20
Daily Features	0	0	75
NIE's, SNIE's, etc.	<u>0</u> 60	<u>0</u> 65	<u>12</u> 119

*Includes 16 for [] trips.

**Includes 8 for Brezhnev visit.

You might also be interested in OCI's share of the total estimates load, 1 Nov-12 Apr 74. (Basic table originally given you by George Carver).

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	<u>Chair</u>	<u>Draft</u>	<u>Co-Draft</u>
NIO	27	1	1
CIA	7	19	9
(of which OCI)	<u>(5)</u>	<u>(11)</u>	<u>(8)</u>
DIA	4	8	5
INR	2	3	3

In sum, the Daily and the NIO system have stretched OCI to its limit. We cannot afford to take on any new periodicals or functions, or to complicate our procedures further.

d. Human wear-and-tear. The exhilaration of being a part of something new and successful and the boost that comes from being slightly over-worked are all good for OCI's morale, but the returns on this front are by no means all favorable. The most worrisome aspect of the Daily is the exacerbation of long-standing problems we have learned to live with over 23 years. Tension between analyst and editor is normal and containable when work is done in the daytime. The analyst has an opportunity to check the editor's work, and management can step in to resolve disagreements before they become abrasive. The Daily, however, moves much of this process into the night, when all the players are not present. Moreover, the sustained high quality we have achieved depends much on strong editorial hand, and a strong editor is always resented. The potential exists for an unhealthy we-they situation, one which a closely integrated organization like OCI cannot tolerate. This, is of course my problem, and I am taking a number of steps to alleviate it. But there will always be more human friction from the process and more human wear from night work itself than we have had in the past.

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4. Weighing all these factors I conclude that we can and should permanently establish the Daily as CIA's primary periodical for the policy-level officer, and I so recommend. Specifically, we should:

a. Symbolize this decision by removing the word "experimental" from the mast-head, and by printing another short note from you on the front page.

b. Report to USIB on the results of the reader survey.

c. Provide copies for the Assistant Secretaries of State.

d. Discuss with Schlesinger whether a few more readers in DOD should be added.

e. Issue an Agency notice on your decision, emphasizing the priority you give the Daily as the primary vehicle for reaching this key audience.

f. Increase circulation within CIA by perhaps 25 percent.

g. Send a dispatch to all major stations describing the project and enclosing a sample copy.

5. I will also ask you to meet with OCI in the Auditorium. The troops need to hear directly from you about your aspirations for the Daily and especially to be told how good a job they've done. For they have.

[Redacted Signature]

RICHARD LEHMAN
Director of Current Intelligence

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Concur:

[Redacted Signature]

Deputy Director for Intelligence

3 JUN 1974

Date

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Distribution:

Orig. & 1 - DCI
1 - DDCI
1 - Gen. Graham (info cy)
① - DDI
1 - DD/OCI
1 - ME/NID
4 - D/OCI

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